

MEMO to MAILERS

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PMG STRESSES IMPORTANCE of PERIODICALS

"We're driving costs out of the system to keep you using the mail."

William J. Henderson
Postmaster General

Calling Periodicals one of the "anchors" of the mail, Postmaster General William J. Henderson told a large audience of publishing industry mailers at the first National Periodical Focus Group Meeting in Chicago that Periodicals are an essential part of why the mail remains so valuable to the public.

As the conference keynote speaker, Henderson likened the mail to a shopping mall. And, as with a mall, Henderson noted, "You have to have that 'anchor store.' Without that anchor, people won't read the mail. I want Periodicals to be successful because I understand that you are an anchor in the mail. Without you, we may not be as relevant. You make mail relevant."

The conference was held so the National Periodical Service Improvement Team could report to industry mailers on the progress made in identifying delivery problems and needed operational changes.

It was clear that existing mailer practices and postal processing methods were not meeting customer expectations. The number of complaints to Consumer Affairs about Periodicals rose and data from mailers showed delivery times weren't being met. There was a 108 percent increase

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FALL MAILING PLANS IN PLACE

A planning group of industry members and postal managers have put plans in place to ensure a smooth-running fall mailing season. Postal managers are projecting a 3 to 5 percent increase in volume this year.

Pat Mendonca, manager, Operations Process Support, says, "Last year we developed a very structured approach to the fall mailing season. We had a successful year last year and we want to build on that this year. The planning group looked at what worked last year and what we needed to address this year."

"Last year was a key year, setting up the group for the first time," says Joe Schick,

manager of postal affairs for Quad/Graphics, Inc. and one of the industry representatives on the team. "It made this year pretty easy and reinforced that what was done last year was done well."

Mendonca adds, "We took a close look at our field staffing complement last year and hired career employees early to ensure that sufficient resources were available for the fall period. This year, we're looking at using casuals to address peak periods, which will give us more flexibility to shift resources where they are most needed."

Additional funding for Mail Transport Equipment was used to purchase 22 million sacks and 2 million trays.

"The big challenges this year are Y2K and budget issues," Schick says. "We were

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"We had a successful year last year and we want to build on that this year."

Pat Mendonca
Manager, Operations
Process Support

IMPORTANCE of PERIODICALS

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in plan failure volumes and delayed volumes were up 133 percent in 1997 when the team was formed.

Among the team's findings was the lack of a standard operating procedure for handling Periodicals from plant to plant, or within a plant. The industry had difficulty adjusting to the switch from the old State Distribution Centers (SDCs) to the new Area Distribution Centers (ADCs). Mailers weren't aware of optimal mail entry locations and field sites did not have a standard mechanism to communicate to mailers

which ZIP Codes are worked at which facilities.

Improper sack labeling and makeup resulted in mail being sent to the wrong ADC. The Jacksonville, FL, facility found that 40 percent of the Periodicals mail it received was for outside of its service area. Some mailers and postal facilities were still using outdated 2C and DIS labels.

Another problem is the absence of a requirement that a mailpiece have the words Periodical or News on the label or cover. Employees have found it difficult to differentiate Periodicals mail from Standard (A) mail, and classes were being mixed. Consolidators were also co-loading multiple classes of mail.

There is no requirement for Periodicals mailers to use the Drop Shipment Appointment System (DSAS), which affected proper staffing at postal facilities for the expected mail flow. Periodical mail entry times often weren't matching mail processing times.

A new national training program is being developed to train clerks to identify Periodicals, along with new loading diagrams to help keep them segregated in the mailstream. All P&DCs have developed Standard Operating Plans for their Periodicals mail flow. As a result, plan failures have declined by 9 percent and delayed mail is down 14 percent, back to 1996 levels, which was the goal of the team.

The need for improvement was obvious, and both the industry and the Postal Service responded. "We're driving costs out of the system to keep you using the mail," Henderson concluded in his remarks. "If we don't solve the problems the Periodicals group is working on, we're destroying ourselves."

Executive Vice President and Chief Operating Officer Clarence Lewis told the group, "We have a vested interest in the success of the Periodicals industry." Lewis also stressed the importance of improving service. "If you paid for a service, you should get that service," he said. "If we do the things the group recommends, you will see the level of service rise." ■



Joyce Garvey of Crain Communications and Tom Tully of McGraw Hill presented Mr. Henderson with a plaque signed by members of the publishing industry thanking the Postal Service for its efforts to improve Periodicals service.

TEAMWORK

The National Periodical Service Improvement Team operates under the auspices of the Mailers Technical Advisory Committee (MTAC), the group of mailing industry representatives and postal managers that consult and make recommendations on new programs and operational issues.

The team was formed when indicators showed that Periodicals delivery service was declining. "We wanted to show publishers how serious we are about improving service," says Paul Vogel, manager,

Operations Support for the Great Lakes Area, and the postal co-chair of the service improvement team. Tom Tully, of McGraw Hill Companies, is the industry co-chair.

"We took a systematic, data-based approach to analyzing the Periodicals service problem and developing actions to solve it," Vogel says. Vogel adds that "the industry has been extremely diligent about participating in the process. Using facts and data, there has been tremendous agreement on what is the right thing to do." ■

FALL MAILING

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assured they wouldn't cause delivery problems."

Since field planning is critical to a successful fall mailing season, the focus has been on locations and events that impact capacity. Distribution facilities in each Performance Cluster are using a checklist to develop local operations plans. Entry guidelines for Standard (A) mail remain the same as last year and have been reissued so custom-

ers can plan entry times to meet requested in-home dates.

"Mailers typically enter a lot of mail on Fridays and before holidays," Mendonca says. "Certain periods in October and the week before Thanksgiving are particularly heavy. Mailers need to look at appointment availability when scheduling their drops."

"The new Web-based Drop Shipment Appointment System [see separate article] takes care

of a few problems from last year," says Schick.

"We've also tried to communicate more with our customers," Mendonca says. "Account managers are talking to their customers to make sure we understand their needs. We're using customer focus groups and mailing groups to keep an ongoing dialog going." The Business Service Network provides customer support to resolve en-

try and delivery problems.

"I feel good about everything," says Schick. "I'm pretty confident that we have a plan in place to get us through the fall."

Schick says there are some discussions about doing additional planning for the spring. "There's always a spike in February and March," Schick says. "Having a planning group in place helps you prepare for other times of the year." ■

DROP SHIPMENT APPOINTMENT SYSTEM MOVES TO THE WEB

Mailers who have wanted an easier way to make their drop shipment appointments can now look to the Internet. A new Web-based Drop Shipment Appointment System (DSAS) has been developed.

"The old electronic appointment system was cumbersome," says Operations Specialist Jim Magellan. "It was slow, unreliable, costly to maintain and not user-friendly." Users had to request access and purchase special software from a vendor.

A Mailers Technical Advisory Committee (MTAC) workgroup was put together to look at ways to improve the DSAS system. "The group developed enhancements to the old system, but it was obvious we needed a new one," says Magellan. "It made sense to move to the Internet."

Putting the new DSAS on the Web makes it more convenient for mailers and the Postal Service. No software has to be bought, it's easier to use and the system is accessible to everyone.

Robert Lindsay, senior vice president of technology for World Color Direct in Norcross, GA, says that as people get used to the new system, they notice it gives the flavor of the old system but is more user-friendly.

The Web-based DSAS will be rolled out in two phases. The first phase has already been implemented. "It includes all of the functions of the old system, with significant reporting enhancements," says Magellan.

"In phase two, we'll develop more dynamic applications." Lindsay says he expects to see a flood of requests for new features.

Lindsay also noted that companies need to be aware of computer requirements to make effective use of the Web application. The old system was DOS-based and if companies haven't upgraded their systems to work with the Web, new hardware and system software may be needed. A fast Internet connection also helps.

Mailers can find the requirements for drop shipping and make their own appointments online. An online registration form can be downloaded and submitted to request a logon ID and a temporary password, which will allow mailers to access detailed information about their mailings. "There's a wealth

of information about entering mail in downstream offices on the site," says Magellan, "and 75 percent of the information does not require a logon ID or password."

"We think the Web site will appeal to new users," Magellan adds. "No matter with what frequency they mail—even monthly or seasonally—if they drop ship mail, we would like them to use the Web site to make appointments."

One example of the ease-of-use the new system brings is the online Web Calendar. Mailers can choose a facility and see the appointments scheduled for each day that month, along with the volume of each product mix (pallets, sacks, pieces, etc.). "This way, mailers can choose the best day to enter their type of mailing," explains Magellan.

Facility profiles are available on the site, giving contact information, location and hours of operation.

The Slot Availability page will show what appointment slots are available for a seven-day period, based on load type. The Web site also provides a message board for posting any information that would affect a mailer dropping mail, such as weather, facility or transportation problems.

The Close Out Data page lets mailers know if their shipment was dropped using a confirmation number. "Mailers love this," enthuses Magellan. "If a mailer used a consolidator, the consolidator couldn't always provide confirmation. Now consolidators can give the confirmation number to their clients so they can verify the date and time of delivery, when we began to unload the shipment and when we completed unloading."

Any postal sites with Net access can use DSAS. The old system included only 105 sites. By next year, 8,000 offices will have access.

The new DSAS site can be accessed through the "Business" link on the Postal Service Web site at www.usps.com.



LEGISLATIVE UPDATE

MORE FALSE CLAIMS OF UNFAIR ADVANTAGE

United Parcel Service (UPS) is lobbying Congress to deny the Postal Service access to federal radio frequency assignments that the Postal Service uses to move the mail and prevent fraud.

At a hearing on the National Telecommunications and Information Administration (NTIA) Reauthorization Act this spring, UPS falsely claimed that the Postal Service is able to obtain radio frequencies easier and less expensively than the private sector, giving it an unfair advantage. UPS is pressing for an amendment to the NTIA bill that would prohibit the Postal Service from using any frequencies for operations that compete with private sector businesses and delay new frequency requests for as much as a year with hearings and appeals. Since it would be difficult, if not impossible, to separate the frequencies that are used for competitive operations from those that are not, the UPS-backed amendment would cause most Postal Service radio frequencies to be withdrawn.

While, at this writing, the

provision has been dropped from the Commerce Committee bill, it could appear as a rider to that legislation later this year.

The Postal Service uses the radio frequencies to communicate within large mail processing facilities, air mail centers, and bulk mail centers. These radio communications are critical to coordinating the processing, transportation, and delivery of mail and to keeping automated technologies running smoothly. Nearly half of the frequencies are used by the Postal Inspection Service in its investigations. Other agencies, such as the Federal Emergency Management Agency (FEMA), often borrow postal frequencies during natural disasters or national emergencies.

UPS' claims of unfair advantage are specious. It is just as difficult and nearly as costly to obtain radio frequencies from the NTIA as it is to obtain them from the Federal Communications Commission (FCC). Deborah Willhite, Senior Vice President for Government Relations, has called the UPS-driven effort an attempt to rectify a fabricated issue.



Dennis MacHarg (left), president of the National Association of Presort Mailers, is thanked by Great Lakes Area Manager, Marketing Wayne Gardner for helping promote the Celebrate the Century (CTC) program. Thirty-three presort companies are now displaying the CTC logo on 900 vans all across the country.

ideaforum

DEVELOPING AN EYE-CATCHING SOLUTION



Idea Forum is a new column in Memo to Mailers that will feature mailing solutions that have worked for other companies and may work for yours.

THE CHALLENGE

Kenmark Optical Company of Louisville, KY, needed to find a way to provide next-day, and even same day, delivery in order to compete with optical companies in different areas of the country that have a competitive advantage locally. Kenmark's business involves providing eyewear frames to eye doctors and optical retailers across the country. To remain competitive, Kenmark had to be able to get the frames to their customers quickly and reliably, without raising prices or absorbing additional shipping costs.

THE SOLUTION

The Postal Service and Kenmark worked out a strategy for a combined delivery effort. First, Kenmark's shipping department separates orders into four major targeted geographic markets. Anywhere from a few to more than 50 individual packages are consolidated into one large box for each market. The Postal Service picks up the four consolidated boxes as customized Express Mail late in the evening each day. The boxes are then expressed to the designated air mail facilities for pickup by a regional courier. Since the boxes are picked up in the wee hours of the morning, the courier has time to open them and sort the individual packages in time for mid-morning delivery to Kenmark's customers.

THE RESULT

By partnering with the Postal Service, Kenmark has been able to offer delivery to its customers equal to that of local companies around the country and maximize its competitive advantage without incurring additional costs. ■

Moving into the Future— Together! Y2K

Y2K UPDATE

The Postal Service has a long history of delivering through adversity. Building on that experience, we've taken a systematic approach to avoid Y2K disruptions in the nation's mail system. Here's a quick look:

- **Resources**—Approximately 1,700 people have contributed their expertise to the Postal Service's Year 2000 Initiative and total investment is expected to exceed \$500 million for the project's three key years.
- **Remediation**—We've all but completed Y2K work on our 137 mission-critical systems. More than 99 percent have been fixed, tested, certified and independently verified as able to operate through the end-of-year date change. Work on the one remaining system is under way and will be completed this month—long before the New Year!
- **Contingency and Continuity Plans**—While repairing systems is the bedrock of Y2K efforts, it is only the foundation. In order to minimize the effects of unforeseen events, we have created comprehensive plans designed to counter the effects of a variety of internal and external disruptions, should any occur.
- **Component Contingency Plans**—We've created workarounds for every one of our mission-critical systems, applications and components. These plans provide well-defined instructions to help our people to keep the mail moving.
- **Business Continuity Plans**—We have detailed plans for all of our critical business processes, such as payment, acceptance, processing, transportation, delivery, safety and security. The plans spell out the basic approach for dealing with any of dozens of problems from cancelled airline flights to power

We've created workarounds for every one of our mission critical systems, applications and components

outages. And, because no two areas are exactly alike, we've customized the plans to fit local conditions at more than 300 key facilities.

- **Testing and Rehearsals**—We're continuing field testing at many locations. These tests, like those performed in Atlanta and Tampa, accept, process and dispatch live mail on equipment operating in a Year 2000 environment. Tests to date have been successful. We're also staging rehearsals and walk-throughs of selected contingency and continuity plans to help us make a smooth transition to the New Year.

ADDRESS SUCCESS

It's important for the Postal Service and for you that your mail gets to the right address. The following address systems and services, which are critical to our shared goal, have been remediated, certified and independently verified:

- **FASTForward_{sm}**
- **ACS — Address Change Service**
- **CLASS — Computerized Labeling & Address Sequencing System**
- **LACS — Locatable Address Conversion System**

- **NCOA — National Change of Address**
- **Address Management System: AIS Products, API, CDS, PC, National Delivery Sequence File**

WHAT'S NEW ON THE WEB

Based on your feedback, we continue to enhance our Y2K website at www.usps.com/year2000. The latest updates include an expanded system readiness section to help you learn the status of the critical Postal Service systems you rely on. As the turn of the year approaches, our website will become the single most important source for current information on postal operations nationwide. From December 31 to January 3 we plan to update the site frequently.

HELPING US HELP YOU

We're continuing our efforts to learn of any significant changes in mailing patterns. Will you be mailing earlier—or later? Upgrading service level? Shifting some electronic communications into the paper mailstream? In order to have the people, equipment and transportation in place to keep your mail moving, we need to know about significant changes in your normal routine. The more we know, the better we can serve you! Please contact your Postal Service Account Representative and tell us your plans.

QUESTIONS OR COMMENTS?

Contact our Year 2000 Clearinghouse for a quick response to your questions. Fax: 202-268-8749; e-mail: year2000@email.usps.com; or write: Year 2000 Clearinghouse, U.S. Postal Service, 4301 Wilson Blvd, Suite 1003, Arlington, VA 22203-1816. ■

NEW AGREEMENT WITH CANADA

The U.S. Postal Service and Canada Post Corporation signed an agreement to strengthen the alliance between them and provide new and improved services for their customers. The agreement is the result of efforts to streamline processes and mail flow between the two countries and properly apportion mail costs. Canada accounts for 30 percent of inbound and outbound international mail, while the U.S. provides over 70 percent of Canada's international business.

Postmaster General William J. Henderson says, "Canada Post and the United States Postal Service are more than friends and neighbors. We are each other's most important trading partners. This agreement cements and improves that relationship as we prepare together to provide the people of North America with higher-quality, better-value postal services for the 21st century."

André Ouellet, Chairman of the Board for Canada Post Corporation, concurs, saying, "There is recognition and, I believe, strong commitment on both sides to ensure our customers' mail moves more efficiently across our borders. Our aim is to achieve a seamless handling of each country's mail and to work together to explore new synergies that will help both of our businesses grow."

Both administrations agreed to commit the necessary resources to improve service, develop new products, enhance current products and provide value-added services.

HUNTER RETIRES; WEAVER APPOINTED

Chief Postal Inspector Kenneth Hunter announced his retirement from the Postal Service in October. Hunter will become the president and CEO of the Council of Better Business Bureaus. Postmaster General William J. Henderson praised

Hunter, saying, "Under his direction, the Inspection Service has continued to protect the integrity and the value of mail. We owe him immense gratitude and wish him well."

Kenneth Weaver has been appointed by the Postmaster General as the new Chief Postal Inspector. For the past three years, Weaver has been serving on the staff of the Board of Governors. Weaver has served as the Chicago Division Inspector-in-Charge, regional Chief Inspector for the Eastern Region and Deputy Chief Inspector for Audits.

BOARD FUNDS ROBOTICS

The Board of Governors of the U.S. Postal Service approved funding for three projects to increase automated handling of the mail and aid in development of a 21st century Integrated Processing Facility. Two projects will automate the handling of trays of mail as they are prepared for shipment between processing facilities. The Board approved funding for 123 Automatic Tray Slevers, which automatically insert full trays of mail into a "sleeve" that acts as a lid and secures the mail while being transported. Currently this sleeving activity is performed manually and is extremely slow.

Funding was approved for the purchase of 100 robots to replace the manual sorting and loading of trays of mail into containers for transporting between processing facilities.

Funding was also approved to complete research and development of a Mail Cartridge System, which will enhance the performance of existing high-speed letter sorting equipment.

While current automated equipment sorts letters at over 30,000 pieces per hour, mail must still be manually loaded into and removed from the machines. The Mail Cartridge System employs robotic technology to automate these feeding and sweeping functions.

ALTERNATIVE FUEL FLEET EXPANDS

The Postal Service has begun phasing in the first 500 of 10,000 new delivery vehicles it is purchasing that can run on either gasoline or ethanol. All 10,000 of the flexible-fuel vehicles (FFVs) will be phased in over the next year. The new FFVs are approximately 75 percent cleaner than the delivery vehicles they are replacing. In addition, the Postal Board of Governors approved the purchase of 11,275 more FFVs.

The Board also approved the purchase of 500 electric vehicles to mark the largest acquisition ever of zero-emissions vehicles. The procurement also includes an option to acquire an additional 5,500 electric vehicles. "We are committed to being good, green neighbors in every community we serve," says Postmaster General William J. Henderson. "These vehicles demonstrate our commitment to new technology and to cleaner air. It is the right thing to do for our nation and for our customers."

At present, the Postal Service's 207,681 vehicles represent the nation's largest civilian fleet. Its existing inventory of 8,272 Alternate Fuel Vehicles (AFVs) operate on compressed natural gas (CNG), ethanol, propane and electricity. The AFV fleet is expected to grow to more than 30,000 by 2001.



Postmaster General William J. Henderson (r) and Chairman of the Board for Canada Post Corporation André Ouellet shake hands at the signing of a new cooperative postal agreement between the two countries.

KITTY HAWK WINS CONTRACT

Kitty Hawk Aircargo, Inc., was awarded a six-year contract to support Express and Priority Mail air transportation in the Postal Service's 15-city Western Network (WNET). "We look forward to Kitty Hawk assisting us in providing our customers with the level of service they deserve and expect," says Jack Potter, senior vice president, Operations Management. The Postal Service is outgrowing its existing WNET hub in Oakland, CA, and is looking for a new location. Kitty Hawk will operate nine aircraft out of the new hub.

CA SHIPS WITH PRIORITY MAIL

The Postal Service entered into an agreement with one of the nation's largest software companies, Computer Associates International, Inc. (CA), making the Postal Service a primary shipper of CA's small packages worldwide.

"We met with representatives from the Postal Service's Long Island District and conducted comprehensive tests with them," said Gary Quinn, CA executive vice president. "Those tests proved to be quite successful, and, as a result, we've decided to make the Postal Service a shipper of choice for our small packages." CA ships half a million small packages from hundreds of locations throughout the world each year.

This distribution agreement is an extension of a long-term partnership between the Postal Service and CA. The Postal Service has deployed CA software for over 15 years, and currently uses CA's Unicenter TNG for corporate-wide management of its In-

formation Technology environment. In addition, Unicenter TNG helps the Postal Service manage its corporate-wide applications such as Delivery Confirmation, Corporate Call Management, Electronic Data Interchange and Sure Money.

NORTHERN MA PCC MEETING

The Northern Massachusetts Postal Customer Council is having its Fall Breakfast Meeting on Thursday, October 28, 1999 at the Ramada Rolling Green in Andover, MA. The Breakfast Forum will feature managers and staff of the Middlesex-Central District Marketing Department with an overview of the services they provide. There will be two workshop sessions following the breakfast: "Budgeting—A Recipe for Success" and an overview of the U.S. Postal Service Web site, www.usps.com. For more information or to register, please call the Postal Business Center at 781-937-8700.

BREAST CANCER STAMP RAISES \$8.1 MILLION

One year ago the U.S. Postal Service issued the Breast Cancer Research "semipostal" stamp, the first U.S. postage stamp in history to have its net proceeds from sales earmarked for research organizations.

"Postal employees around the nation have embraced this effort and have demonstrated an outpouring of dedication to this worthy cause," says Postmaster General William J. Henderson.

"We are seeing tremendous initiatives in all of our cities from postal employees whose hard work and desire to help

promote social awareness of this deadly disease have resulted in \$8.1 million raised for research so far," Henderson said.

Over the past year, more than 110 million Breast Cancer Research stamps have been sold, raising approximately \$8.1 million for research.

In the Postal Service's Pacific Area, the Sacramento, San Francisco and Oakland Districts are the top three districts in the nation in Breast Cancer Research semipostal stamp sales and money raised for research. Area and district employees are working closely with California Senator Dianne Feinstein, who created television and radio public service announcements promoting the stamp. Both spots continue to air on TV and radio stations throughout California.

For six decades, the Postal Service has issued a variety of postage stamps to help raise awareness for health and social issues including drug abuse, AIDS and environmental protection and conservation.

For more information on stamps visit the Postal Service's Web site at www.usps.com and click on "Stamps." To order stamps or stamp products, go directly to www.stampsonline.com.

CORRECTION

The correct date of the Ft. Worth/Dallas Mailers Conference 2000 is February 8, 2000, not Feb. 28, as printed last issue.



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Change Service Requested

PC POSTAGE OFFICIALLY LAUNCHES

Life just became a little easier for those who mail,” said Pam Gibert, vice president, Retail, at the ceremony to officially launch PC Postage. “With PC Postage, you can purchase and print postage 24 hours a day, seven days a week from the convenience of your home or office.”

PC Postage is the trademarked name for products that are approved by the Postal Service for development and distribution by commercial vendors. With PC Postage products, customers purchase postage from the vendors’ Internet sites and print the postage directly onto envelopes or labels using their personal computers and printers.

The computer prints a digitally encoded two-dimensional barcode, called an Information Based Indicia, that is evidence that postage has been paid. Each of the indicia contains a unique identifier to protect against fraud. Postage can be printed for

First-Class Mail, Priority Mail, Express Mail and Parcel Post. Customers can purchase up to \$500 worth of postage using a credit or debit card or through electronic funds transfer. Users pay fees set by the vendors.

“The Postal Service historically has been a pioneer in helping the nation build its information highway,” Postmaster General William J. Henderson said in remarks prepared for the ceremony. “Today, as we approach the new millennium, PC Postage further increases universal access to postage.”

“This is the future,” Gibert noted. “Postage from a personal computer is a logical next step in providing superior and easily accessible services. Customers see it as an opportunity to increase efficiency, save time, reduce costs and increase convenience.”



Vice President, Retail, Pam Gibert responds to a rush of media questions at the press conference announcing the launch of PC Postage.

One of the beta-testers of the new product was Syndi Seid of San Francisco, who runs an international business etiquette company. Seid’s home-based business did not generate enough mail to justify renting a postage meter. While traveling, Seid said she enjoyed the convenience of being able to download and print postage anywhere. Another benefit was the ability to access the Postal Service’s directory to check addresses and the spellings of

streets. Addresses with the correct barcodes are printed at the same time the postage indicia are.

Two vendors have been approved to offer their PC Postage products commercially—E-Stamp Corporation of San Mateo, CA, and Stamps.com, Inc., of Santa Monica, CA. Two other vendors, Pitney Bowes of Stamford, CT, and Neopost of Hayward, CA, have products in development. ■